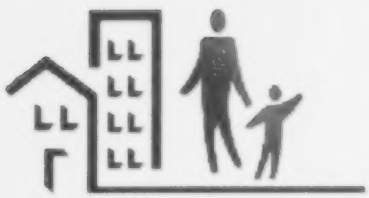
SERVICE DELIVERY PLAN

April 1, 2003 – March 31, 2006



PUBLIC GUARDIAN
AND TRUSTEE OF
BRITISH COLUMBIA

To: The Honourable Geoff Plant
Attorney General

Pursuant to s.22 (3) of the *Public Guardian and Trustee Act*, I have the honour of delivering the Service Delivery Plan for the Public Guardian and Trustee of British Columbia.

This plan covers the period April 1, 2003 to March 31, 2006.

_____ _____

Public Guardian and Trustee of BC Date

To: Jay Chalke
Public Guardian and Trustee

Pursuant to s.22 (1) of the *Public Guardian and Trustee Act* I approve the attached Service Delivery Plan for the Public Guardian and Trustee of British Columbia.

_____ _____

Attorney General Date

Pursuant to s.22 (3) of the *Public Guardian and Trustee Act*, I certify that the attached Service Delivery Plan for the Public Guardian and Trustee of British Columbia has been approved by Treasury Board.

_____ _____

Secretary to the Treasury Board Date

105-05542/

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OVERVIEW OF PUBLIC GUARDIAN AND TRUSTEE SERVICES

A. MISSION

The Public Guardian and Trustee of British Columbia (PGT) promotes and upholds the legal rights of children and adults; safeguards their financial interests; addresses the personal care needs of adults requiring assistance in decision-making; and administers the estates of deceased and missing persons.

B. MANDATE

The PGT carries out a unique and critical role in the broader justice system of British Columbia. It ensures that independent legal protection and related financial and personal care decision-making services are provided to persons for whom the Crown – often through the courts – has, through the doctrine of *parens patriae*, assumed legal responsibility. It also acts more broadly as substitute decision maker for incapable adults who have no one else able to provide assistance. The PGT is a key player in the "supportive social infrastructure" of the province of British Columbia.[1]

British Columbians become clients of the PGT through legislation, court order, will, or trust deed. In most instances, the PGT is mandated by statute or court order to provide service. The principle statutes governing the mandate, powers, and duties of the PGT are:

- *Adult Guardianship Act*
- *Child, Family and Community Services Act*
- *Employment Standards Act*
- *Estate Administration Act*
- *Estates of Missing Persons Act*
- *Family Relations Act*
- *Health Care (Consent) and Care Facility (Admission) Act*
- *Infants Act*
- *Insurance Act*
- *Insurance (Motor Vehicle) Act*
- *Patients Property Act*
- *Power of Attorney Act*
- *Public Guardian and Trustee Act*
- *Representation Agreement Act*
- *Trust and Settlement Variation Act*
- *Wills Variation Act*

The PGT carries out its responsibility to the people of British Columbia in a number of distinct roles. Some of these roles can be traced back to the early common law and some have arisen relatively recently with the passage of new legislation. Each makes use of the unique combination of legal, financial and social services expertise of the PGT in distinct ways. These roles are:

- **Trustee** - appointed by statute, deed, will or court order to protect the financial interests of minors and incapable adults in respect of certain property.
- **Committee** - appointed by court order or certificate to make financial and legal decisions for an adult requiring assistance in decision-making, or to make decisions regarding an incapable adult's personal and health care needs.
- **Guardian of Estate** - appointed by court order or statute to protect the legal and financial interests of minors, primarily those in the continuing care of the province.

[1] A "supportive social infrastructure" is Goal 2 in the 2002-2005 Strategic Plan of the Government of British Columbia.

- **Temporary Substitute Decision-Maker** - designated under the *Health Care (Consent) and Care Facility (Admission) Act* to act as the temporary substitute decision-maker for an adult when the adult is incapable of providing consent to health care and there is no committee, representative or family member legally authorized to do so on his/her behalf. The PGT may also authorize others to make legally effective health care decisions on behalf of adults who are incapable.
- **Official Administrator** – appointed under the *Estate Administration Act* to administer estates of deceased persons in cases where no family member or other eligible person is willing and able to act as administrator. In addition, as Official Administrator under the *Estates of Missing Persons Act*, the PGT acts as curator by court appointment for missing persons where no one else is determined to be more suitable to do this.
- **Monitor of Private Committees and Other Private Arrangements** - appointed under the *Public Guardian and Trustee Act* to investigate complaints regarding attorneys acting under a Power of Attorney, under the *Patients Property Act* to monitor the activities of private committees, and under the *Representation Agreement Act*, to investigate complaints regarding representatives.
- **Reviewer of Settlements of Claims for Damages Brought by Minors and Incapable Adults** - appointed under the *Infants Act* to exercise quasi-judicial authority to approve settlements of up to $50,000 for unliquidated damage claims brought by minors. For settlements over $50,000, the PGT provides written comments to the court as part of the court's review of the settlement. Under Supreme Court Rule 6(14), the PGT may also provide recommendations to the court regarding the settlement of an incapable adult's claim for damages. The majority of claims are related to injuries suffered in motor vehicle accidents.
- **Guardian ad Litem** – appointed under the *Public Guardian and Trustee Act* to act as guardian for litigation purposes in cases where a minor, or a mentally incapable adult, requires a litigation guardian and there is no one else willing or able to fulfill that responsibility.

There are public trustee and public or official guardian offices in almost every Canadian jurisdiction. They are at the same time recognizably similar and noticeably varied. In the smaller jurisdictions, the roles are usually more narrowly focused, with more work being done by the courts and government departments. In the larger jurisdictions, the differences are more pronounced, with legislative mandates adding new and broader fields of service. In Alberta and Quebec, for instance, the Public Guardian and Public Curator respectively, each have very strong mandates to provide personal decision-making services for adults and carry this out though a number of regional offices. Ontario by contrast, places a great deal of emphasis on the protection of children's personal rights, which it achieves through the Office of the Children's Lawyer, and on last resort intervention in respect of adults carried out through the Public Guardian and Trustee. British Columbia can best be described as offering a mid-range of services with recent legislative changes adding somewhat to the PGT's mandate to provide adult protective services. Legislative changes proposed by Prof. McClean in his recent Review of Representation Agreements and Powers of Attorney, would modestly add to this mandate.

C. VALUES

Six major values underpin the work of the PGT – client-centered service, respect, innovation, teamwork, openness, and staff support.

Clients are at the centre of PGT services and the PGT strives to ensure that services are individualized, equitable and accessible. In managing the personal and health care decision-making of adults who are unable to make these decisions themselves, the PGT honours the principles of self-determination and autonomy. Staff members are encouraged to be innovative in designing support services that are the least restrictive and intrusive as possible. Court processes are used as a last resort. Accountability to clients, their families and the public is maintained through transparency in all activities. Annual public reporting on all aspects of PGT performance, as required by the *Public Guardian and Trustee Act,* ensures accountability to clients, government and the public.

Staff members are acknowledged as the PGT's greatest resource. They are recognized and appreciated for their expertise and professionalism, as well as their teamwork and consultation skills. The PGT is committed to the on-going development and training of all its staff members.

II. GOVERNANCE, ACCOUNTABILITY, AND ORGANIZATIONAL STRUCTURE

A. GOVERNANCE

The PGT is a corporation sole independently authorized by the *Public Guardian and Trustee Act*, to carry out the fiduciary functions of the office. A corporation sole is a form of corporation embodied in a single person with no board of directors. The Public Guardian and Trustee is appointed by the Lieutenant Governor in Council for a period of six years, renewable once. The current Public Guardian and Trustee of British Columbia, Jay Chalke, was appointed February 28, 2000.

The Public Guardian and Trustee has authority under the *Public Guardian and Trustee Act* to appoint one or more deputies. There is one Deputy Public Guardian and Trustee, Catherine Romanko, who is also the Director of Legal Services. Employees hired by the Public Guardian and Trustee are appointed under the *Public Service Act.*

B. ACCOUNTABILITY

The PGT is accountable through the Attorney General to the government and the legislature for the conduct of the corporation. Each year by December 31st, the PGT must submit a three-year Service Delivery Plan for approval by the Attorney General and Treasury Board. In addition, the PGT must report on its operations under the Service Delivery Plan by September 30th and present this as part of its Annual Report. The Annual Report includes financial statements audited by the Auditor General and a statement by the Auditor General on the PGT's performance report. The Attorney General is required to table the Annual Report in the Legislature.

C. ORGANIZATIONAL STRUCTURE

The PGT is structured into three major divisions corresponding to its service lines and client groups. These are:

- Child and Youth Services
- Services to Adults
- Estate Administration

There is as well a small Planning, Policy and Communications Division and a Finance, Administration and Systems Division.

The PGT is a highly operational agency. Even within the Finance, Administration and Systems Division, many employees provide direct client support through activities such as paying clients' bills, assisting with client investment plans and investigating and securing physical assets on behalf of clients.

The organization chart of the PGT follows:

PUBLIC GUARDIAN AND TRUSTEE OF BRITISH COLUMBIA
ORGANIZATIONAL CHART

** as at October 1, 2002*

D. PROGRAM AREAS

The PGT provides services through three program areas:

1. Services to Children and Youth

The PGT protects the legal and financial interests of minors, and acts in the roles of Trustee, Guardian of Estate, and Litigation Guardian. The average age of clients is 14 years. The 28 employees of the Child and Youth Division, work directly with children and youth, as well as with their parents to ensure that a minor's interests are protected and their needs met.

The PGT carries out a statutory responsibility to protect the legal interests of minors in litigation by reviewing proposals for settlements of personal injury claims and by receiving and reviewing notices of legal proceedings that potentially affect children's property. The PGT also acts as Guardian of Estate for the approximately 5,800 children who are in the continuing custody of the province. The PGT works with MCFD staff and the Director of Child Protection in a shared guardianship arrangement: MCFD deals with the personal guardianship of the child and the PGT with the guardianship of the child's estate. The PGT's role is to provide overall protection of the child's legal and property rights, including identifying and securing any entitlements or benefits owing to the child and providing trustee services.

Services to Children and Youth administer trusts on behalf of more than 12,000 children and youth. The total value of trust assets administered by the program is $178 million, with the average value of a trust account being approximately $16,000. Trust monies are received by the PGT on behalf of children largely as a result of damage claims (e.g., motor vehicle accident or malpractice suits), or from a bequest or inheritance under a will or estate. In the case of claims arising from motor vehicle accidents, a significant number of clients are 16, 17 and 18-year-old drivers for whom the PGT acts as trustee for only a brief period. Funds are released to the client when he or she turns 19. Because of the potential for conflicts of interest, current BC law does not name a minor's parents as the trustee of monies belonging to the minor unless appointed under a trust instrument, will, or by court order. In the future, legislative changes identified during the Core Review process will permit more parents to act as trustee for children's funds in cases where the sum is relatively small.

a) Trends

- There has been a significant increase in the number of children and youth served over the past five years. Most of the increase can be attributed to improved referrals by ICBC in respect of litigation settlement proposals and trust fund awards; and by MCFD in making guardian of estate appointments.
- Since 1997, employers of child entertainers have been required by the Director of Employment Standards to direct 25% of gross earnings in excess of $5,000 for child performers under the age of 15 to the PGT. The PGT currently holds in trust $2.32M for approximately 400 child entertainers.
- There has been a shift towards the use of structured settlements for large awards or settlements. It is also becoming more common that private trustees are appointed to manage these trusts, with a small lump sum directed to PGT's office for administration.

b) Changes in Practice

- Recent changes in policy have emphasized providing information to families to ensure that they understand that released funds are to be used only for the maintenance, education or benefit of the child.
- Individualized client investment planning for children has been expanded. Children for whom the PGT holds $100,000 or more have an individualized investment plan.
- Under the *Child, Family and Community Service Amendment Act, 2002*, the PGT has been given increased responsibilities as Guardian of Estate. In particular, the PGT must now review whether a non-parent whom MCFD wishes to appoint as guardian of the person of a child that has been in continuing custody, is also an appropriate choice to be guardian of the child's estate.

c) Challenges

- Some laws dealing with the rights of children and the role of the PGT in relation to children are anachronistic and some contain largely obsolete provisions. Until comprehensive reforms are initiated, the PGT is constrained in its ability to respond to requests by children and families who wish to have greater involvement and self-determination in the services they receive.
- The devolution of MCFD child protection and personal care guardianship services to regional authorities and the creation of aboriginal authorities requires on-going adjustments to PGT interactions with service agencies, particularly regarding shared guardianship issues.

2. Services to Adults

The PGT has the statutory responsibility to protect the legal rights and personal and financial interests of adults who are unable to manage their affairs independently. The PGT acts on a last resort basis and seeks to balance the rights of self-determination and independence with the need for protection. The majority of the 8,700 clients served over the 2001/2002 year by the Division have diseases of aging. Other clients have mental illnesses, developmental disabilities or brain injuries. Clients live throughout the province, with the highest concentration in the Lower Mainland, Victoria and the Okanagan. An average of 90 employees directly deliver this program with support from other staff including those within the Finance, Administration and Systems Division.

Adult clients are served through five teams:

- Assessment and Investigation Team – is the first contact most adults have with the PGT. The team assesses whether PGT services are required, investigates reports of financial abuse of adults who may be incapable, and consults with community and family members on abuse and neglect issues. Approximately 800 investigations are carried out each year. Half of these are resolved through measures that do not require the PGT to assume an on-going authority. In the other half, the PGT does assume authority. An additional 1,000 consultations occur in which direction and advice is provided about ways to support or assist a vulnerable adult.

- Client Services Team – provides last resort decision-making services to adults in vulnerable situations through a variety of roles including Committee of Estate, Committee of Person, Power of Attorney, Representative, and Pension Trustee. When appointed Committee of Estate under the *Patients Property Act*, the PGT deals with the adult's financial and legal affairs, including managing income, investments and property, paying bills, securing assets and dealing with litigation issues. A Committee of Person deals with the health and personal care needs of an individual. The Client Services Team manages approximately 3,600 client estates and receives 450 new authorities per year. Case managers serve an average of 250 clients each, with the majority of estates having a value of less than $10,000.
- Estate Liaison Team – coordinates completion of PGT involvement in a client's affairs and releases property under administration. This occurs when the PGT no longer has authority for an individual because the individual has become capable of managing their own affairs, someone else has been appointed as Committee, or the client has died.
- Health Care Decisions Team – provides health care consent decision-making for adults who are unable to understand the decision required and have no available family to act as their legally authorized decision-maker. The Health Care Decisions Team makes over 500 health care decisions per year, in addition to authorizing non-family members, such as close friends of the adult, to act as Temporary Substitute Decision Makers.
- Private Committee Team – protects the activities of private committees appointed by the court to manage the affairs of adults who are unable to make their own financial, legal and/or personal and health care decisions. The team screens applications for new committees, conducts periodic accounting reviews, provides guidance to committees, clients and family members, and undertakes investigations when concerns are reported. The team monitors approximately 2,400 private committees that have an average asset value of $300,000.

a) Trends

- Over the past five years, the Client Services Team has seen a 20% increase in the number of new files opened on an annual basis. At the same time the overall number of client files has remained relatively stable. This discrepancy is due to the shorter duration of many of the newer committee appointments, the majority of which concern seniors of advanced age. This trend has workload implications, however, as the most active period of a committeeship usually occurs during the first months.
- Increased public awareness of adult guardianship issues has produced both a high demand for information and an increase in the number of requests for investigations. The Assessment and Investigation Team is increasingly seen as a resource for other community agencies delivering services under Part 3 of the *Adult Guardianship Act*. There are also a rising number of instances where AIS uses the PGTs new authority under s. 19 of the *Public Guardian and Trustee Act* to take measures to protect the assets of an adult where they may be at risk.
- Service provision has grown increasingly more involved and complicated due to the variety of assets held (i.e. investments, property, debt); more interaction with clients and families in developing individualized case plans; more contentious family disputes; and fewer clients in institutionalized settings.

- The role of Temporary Substitute Decision Maker (TSDM) under the *Health Care (Consent) and Care Facility (Admission) Act* is reducing the need for the PGT to be appointed "committee of person" in order to make health care decisions.
- The number of applications for private committee appointments is modestly declining. This is believed to be due to expanded awareness of incapacity planning alternatives including the use of Representation Agreements and Enduring Powers of Attorney.

b) Adult Service Delivery Changes Over the Past Five Years

- In 1998, Adult Services Division was restructured and a self-directed team model created for the purpose of improving the quality and timeliness of decision-making.
- Written policies, procedures and manuals have been developed to support the self-directed team model of decision-making.
- New performance standards have been established for client visits and other services.
- Partial proclamation of the Adult Guardianship statutes in February 2000, introduced new roles and responsibilities as well as guiding principles that have helped shape service standards in Adult Services Division.
- A new team was created to respond to health care decisions where the PGT is acting as Temporary Substitute Decision Maker.
- Private Committee Services has developed a risk assessment model to assist in determining the level of monitoring appropriate for each person under private committeeship.

c) Challenges

- Staff in Adult Services are involved in unique and complex work. Their recruitment, training and retention remains an on-going priority.
- Reduced access to certain types of community support services means that some individuals who could otherwise manage in the community have few options other than placement in a care facility. If the adult rejects this option, community agencies providing assistance to the adult are increasingly turning to the PGT for help in determining whether the adult should be declared incapable of making this decision about their own personal care.
- Where facility placement is the most appropriate and preferred option, difficulties and delays in securing appropriate care facility placements for incapable adults will continue until the sections of the *Health Care (Consent) and Care Facility (Admissions) Act* dealing with facility admission are proclaimed.
- Inconsistency in the way incapacity is dealt with in *Patients Property Act* and the more recent Adult Guardianship Statutes, leads to different results depending on the type of application being made. Significant legislative reform is still needed to resolve these contradictions and improve public and professional understanding.
- Lack of a regional service delivery model continues to mean higher costs for clients and their families living outside of the Lower Mainland.

3. Services to Estates

The PGT provides Estate Administration Services throughout the province of British Columbia, delivered by 29 staff and additional service contractors.

- Deceased Estates Administration
  As Official Administrator for British Columbia, the PGT administers the estates of more than 2,000 persons who have died with no one willing or able to administer their estates or where the heirs are unknown. The PGT also administers estates where the heir is a Committee client or the PGT is Guardian of a minor heir's estate. As well, the PGT acts as Executor when named in a will.
- Estates of Missing Persons
  The PGT acts as Curator for persons who are missing as defined in the *Estates of Missing Persons Act*. These are rare and the PGT is currently Curator for just 7 persons.
- Personal Trusts
  The PGT acts as Trustee for approximately 250 trusts established for living persons. The PGT agrees to act as Trustee when the beneficiary is an incapable adult or minor and there is no other party willing and able to act as Trustee.

a) Trends

- Concerted efforts to improve service delivery standards and reduce the historic backlog have meant that over the past 5 years, an average of 700 files have been closed annually. In the same period, an annual average of 500 new estate files have been opened.
- After several years of growth, the caseload of personal trust files has recently stabilized at approximately 250.

b) Service Delivery Changes

- The use of modern technology and the internet have provided increased access to external databases that have improved the identification of next-of-kin. As a result, the PGT can more quickly locate family members able to assume responsibility for administering estates. The PGT is also able to keep heirs around the world better and more efficiently informed.

c) Challenges

- Resource-pressed outside agencies are increasingly seeking PGT involvement in administering estates where in the past they would deal with some matters themselves.
- Protection of privacy legislation in many jurisdictions has formalized the collection of information needed by the PGT. This has made it more difficult, expensive and time-consuming to determine the identity of heirs and other family members.
- An increasingly complicated tax system for deceased estates and an increase in the time taken by the Canada Customs and Revenue Agency to issue final tax clearances adds significantly to the time taken to administer estates.

- Changing immigration patterns over the past 10 – 15 years have led to the need for new types of expertise in locating heirs in the countries of origin of recent immigrants.
- Changes to the policies, practices and business processes of Estate Administration resulting from the Core Services Review will require considerable internal effort as well as creating a public relations challenge. Some public resistance can be expected to the proposed 100% cost recovery fee schedule and to the new ability of the PGT to refuse to administer estates where it is not in the public interest to do so.
- Estate Administration must constantly reassess the balance of resources it applies to the competing objectives of improving current service standards and reducing the backlog of files inherited from the former official administrator program.

III. ENVIRONMENTAL SCAN

A number of significant societal trends affect the work of the PGT:

- **Changes in Population Demographics** – As one of the fastest growing population groups in Canada, the overall proportion of seniors (65+) will continue to rise from 12% in 1995 to an estimated 23% by 2041.[2] In 1995, women made up the largest share of the senior population comprising 55% of those 65 and over, and 70% of those 85 and over.

  In British Columbia in 1995, the proportion of seniors was very near the national average, with Victoria at 18% having a somewhat higher concentration than Vancouver at 12%. This contrasted with populations of 10% and 9% respectively in Edmonton and Calgary.

  Most seniors live at home and a substantial proportion, particularly women, live alone. At the time of the 1991 census, only 8% of seniors lived with members of their extended families and another 8% lived in institutions.

  From 1981 to 1995 the average income of seniors rose by 16%. In the under 65 population, there was almost no change in income. Almost all of the increased income for seniors was attributed to employment-based pension plans. The proportion of low-income seniors has consequently fallen, except for single women, 53% of whom are considered to be low-income. Old Age Security benefits including Guaranteed Income Supplements, continue to provide the largest overall sources of income for seniors.

  To respond to these population changes, the PGT has needed to develop more sophisticated financial management practices to deal with the greater relative wealth of its clients who are seniors. In addition, the PGT has needed to greatly expand its connections to community-based service agencies to ensure that seniors living in their own homes continue to receive the care they need. The continued need for services linked to the growing population of seniors can be expected to remain a major factor in service delivery planning for several decades.

- **Changes in Pharmacological and Medical Technology** – The development and use of medical technology near the end of life and the widespread use of medication to treat persons with mental illness are two major health care trends that affect the services provided by the PGT.

  The social debate on the application of new medical technology at the end of life has not kept pace with the development of medical technology. Lack of broad public consensus in this area adds to the uncertainty regarding treatment decisions when the PGT is acting as the substitute decision-maker for adults who are unable to give or refuse consent to their health care and who have no available family members.[3] The new *Health Care (Consent) and Care*

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[2] This figure, and other statistics relating to the population of seniors, were taken from, "A Portrait of Seniors in Canada," published by Statistics Canada using information collected during the 1991 Census and selected more recent data.

[3] The need for further attention to this area was identified by the British Columbia Law Institute in its "Terms of Reference for a Possible Project on Health Care Decisions and End-of-Life Issues" (July 2001), and alluded to by the Ministry of Health Services in its "Discussion Paper on a Provincial Strategy of End-of-Life Care in British Columbia" (October 2002).

Facility (Admissions) Act, has resulted in the PGT being called on to make such decisions more frequently.

In the mental health field, the inconsistency of available community mental health supports contributes to some clients' periodic inability to manage their property and results in repeated certifications under the *Patients Property Act*. This "revolving door," while less well known than the *Mental Health Act* "revolving door," can also result in multiple short-term interventions.

- **Development of a Rights Conscious Society** – The current emphasis in society on individual rights has led to questioning of certain social practices and behaviors. Historically, the PGT was able to exercise a very wide administrative discretion with broad but ill-defined responsibilities. Over the past twenty years, the PGT has had to gradually formalize and structure its administrative discretion, emphasize due process, and more actively use oversight and accountability tools to ensure that respect for clients' rights can be demonstrated. In addition, there are higher expectations that the PGT will investigate on behalf of individuals where an alleged violation of rights occurs in the conduct of private arrangements.

- **De- Institutionalization** – Unlike institutionalized clients thirty years ago, most PGT clients today live in the community or in small public or private facilities such as group homes. The diversity of individual client living situations means a higher demand for more frequent and varied payments of living expenses including rent, telephone, hydro, etc., than were previously needed when most clients were long-term institutional residents. Furthermore the range of issues – legal, financial and personal care – is far broader for a community-based clientele.

- **Growing Recognition of Abuse and Neglect of Adults** – Society's recognition of abuse, neglect and self-neglect of adults in vulnerable situations is still in its early stages. There is an increasing appreciation of the impact of such abuse. Part 3 of the *Adult Guardianship Act* reinforces public expectations that the PGT will be actively involved in working with communities to prevent or redress incidences of abuse.

- **Public Sector Restructuring** – Major changes are underway in the health care, social services and legal services fields. The organization of services, the manner of delivery, the resources available and the nature of the services themselves are all changing. For the PGT this means developing new working relationships with community partners such as the new interim child protection authorities and adult community living agency. It also means that some clients, particularly seniors, face a narrower range of options and fewer resources when making decisions about such matters as their present and future living arrangements.

  In the area of children's legal rights, reductions to legal aid and to the independent administrative review agencies dealing with child protection and welfare matters, may result in the PGT becoming involved in situations where historically, it was not involved. For instance, in custody and access disputes the former Child and Family Advocate had authority to intervene in selected cases to act as counsel to the child to ensure that the child's views were independently placed before the court. With this service gone, in certain very difficult cases, the court may look to the PGT to fulfill its *parens patriae* jurisdiction and act as advocate for the child.

IV. FUNDING STRUCTURE

A. HISTORY

Prior to 1989, the PGT was funded by voted monies. Fees and commissions paid by clients were deposited to the Consolidated Revenue Fund (CRF). A 1988 study determined that the PGT should operate by a Special Account. Revenues would be deposited to the Special Account and expenditures would be paid from it.

The Special Account was established in 1989. In addition, the government recognized there were certain additional public services performed by the PGT that were not cost recoverable. From 1989 to 2001, the Minister of Finance and Corporate Relations directed that the PGT receive the interest earned on inactive estates[3] as another source of revenue.

Beginning in 1993-94 voted funds were once again provided by the Ministry of the Attorney General. These funds ensured that services could be provided in areas not subject to fees and revenue, such as implementation of the Adult Guardianship Legislation. In addition, voted funds made up for revenue shortfalls in areas where the fees and commissions charged were not adequate to cover costs. During 2001/2002, fees and commissions paid by clients accounted for 62% of total revenue.

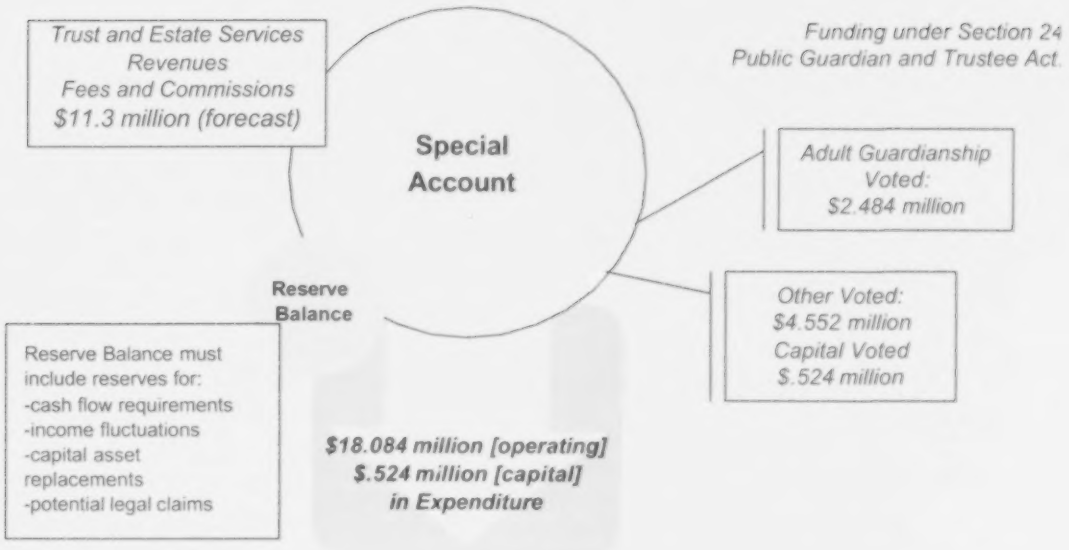
In 2002/2003, as part of the Core Services Review of the PGT, the Government approved an increase to certain PGT fees and commission set by regulation. The Government's objective was to better reflect the costs of providing the services for which the fees and commissions are charged. In addition, the Core Services Review examined a number of alternative ways to structure the financial arrangements between the PGT and the government. In the end it concluded that no substantial change was needed. It recommended, however, that certain incoming funds – characterized as recoveries – be retained to provide additional flexibility in offsetting expenditures.

B. CURRENT STRUCTURE

The chart that follows shows the various funding sources of the PGT.

3. Estates are deemed to be inactive by the PGT's office when efforts to locate heirs and beneficiaries are unsuccessful. Funds were, until March 2001, held by the office for 10 years prior to escheating to the Crown as unclaimed monies. With the application of the *Unclaimed Property Act* to estate funds held by the PGT, this funding source was replaced by voted funding beginning in April 2001.

Financing Formula for 2002- 2003



C. PUBLIC GUARDIAN AND TRUSTEE FEE REGULATION

With minor variations the fees and commissions charged by the PGT during 2002/2003 are based on the following percentages:

- Income Commission
  - 5% of income received
- Capital Commission
  - 5% of the value of assets/cash
  - 7% in estate administration
- Asset Management Fee
  - 0.4 of 1% per annum on the gross value of all assets, computed monthly. This is charged on those assets for which a value can be reliably determined, e.g., cash, bonds, term deposits, debentures, real properties, segregated investment accounts, equities, investment fund units, and RRSPs.

In addition, the PGT charges certain flat fees ranging from $100 to $750 depending on the nature of the service provided. Full details on fees charged are available in the *Public Guardian and Trustee Fees Regulation*.

As noted above, as a result of the Core Services Review, PGT fees and commissions will be increased in some areas, including the institution of a minimum fee of $3,500 for estate administration. The fee changes are designed to reduce the costs to the general public of services that while clearly in the public interest to provide, primarily benefit only the client or another private interest. Final government approval of the specifics of the fee increases is currently pending.

D. ASSET PROFILE OF CLIENTS

Under current law, when carrying out certain mandatory statutory functions, the PGT has been required to deliver services regardless of the circumstances. With the proposed new legislation stemming from the Core Services Review, the PGT will be permitted to decline services in certain areas where the cost of providing the service significantly outweighs the public interest in having the service performed. Mandatory statutory functions continue regardless of ability to pay in important public interest areas.

Asset profile of clients:

65% of PGT clients have assets under $10,000. The average value of these accounts is only slightly over $3,400 each.

The following table summarizes the value of client assets as of August, 2002. In addition to cash, the value includes real property, household effects, jewelry and other non-cash related assets.

All Assets	Number of Accounts	%	Total $ Value	% of Total Value
under $10,000	12,298	65.1	$42 million	7.1
$10,000 to $50,000	4,469	23.6	$100 million	17.0
$50,000 to $100,000	926	4.9	$65 million	11.1
$100,000 to $500,000	1,047	5.5	$218 million	37.0
over $500,000	178	0.9	$164 million	27.8
Totals	18,918	100.0	$689 million	100.0

V. THE SERVICE DELIVERY PLAN

A. FRAMEWORK

This Service Delivery Plan contains goals, objectives and performance measures for the years 2003-2006. As a number of legislative provisions setting out the duties and responsibilities of the PGT will change over the course of this Plan, it is accompanied by a "Vision" of what the next three years will produce. This Vision is set out in Appendix A to the Plan.

The first statute mandated performance planning and target setting for the PGT took place in 2000 for the 2001/2002 fiscal year. The results of this planning were publicly reported as part of the PGT's Annual Report published in September 2002, as required by s. 25 of the *Public Guardian and Trustee Act*. Results for 2002/2003 will be published in September 2003.

During 2002/2003, the Service Delivery Plan for the years 2002-2005 was revised following the conclusion of the Core Services Review. As a consequence, 2002/2003 became a transitional year for the PGT, with one goal plus a number of objectives and performance measures being discarded and new objectives and performance measures taking their place. All of the changes to the goals, objectives and performance measures have now been consolidated in the 2003-2006 Plan.

As in prior years, the PGT's Service Delivery Plan has been developed using the "balanced scorecard"[5] approach to planning. The balanced scorecard links an organization's goals and objectives to a variety of quantitative and qualitative performance measures. A balanced scorecard examines "not what's easy but what really matters."[6] For the PGT, what matters are its clients, staff, operational effectiveness, and fiscal management, including the management of client funds.

The overall goals, objectives and performance measures, along with the assumptions and risks that affect them, are briefly discussed below and are more fully set out in the table following the discussion.

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[5] The "balanced scorecard" was a concept introduced by Robert S. Kaplan and David P. Norton in "Using the Balanced Scorecard as a Strategic Management System," Harvard Business Review, Jan/Feb 1996.

[6] From Helen Hasan and Hendirka Tibbits, "Strategic Management of Electronic Commerce: an adaptation of the Balanced Scorecard," found at www.uow.edu.au/~hasan/aica/hasan-tibbits.htm

B. ASSUMPTIONS

The 2003-2006 Service Delivery Plan has been developed based on a number of assumptions. These are:

1. General:

- The regulatory and statutory changes, including approval of new fee regulations, that were recommended as part of the Core Services Review process, will be passed by the Legislature and brought into effect within a reasonable period of time.
- The demand for PGT services will continue to rise in the area of Adult Services and will begin to decline in both Child and Youth Services and Estate Administration with the establishment of legislatively defined thresholds below which the PGT may decline to provide service.
- There will be staff continuity in key positions in the organization.

2. Financial:

- Projections related to the BCGEU and other agreements have been included for fiscal 2003/2004 at an amount determined by the Ministry of the Attorney General. At the direction of the Ministry, no provision has been made for an increase for 2004/2005 or 2005/2006. (The existing benefits percentage of 22.6% was used for all three years of the plan.)
- A rate of return of 4.5% has been projected when calculating revenues for 2003-04 and 2004/2005 and 5.0% for the year 2005/2006.
- Estimates of increased revenues from fees and commissions are based on implementation of the Core Services Review recommendations.
- Costs associated with services are projected at status quo levels with some allowances for increases and decreases where warranted by changes in legislation, changes in usage, or by estimated contractual obligations.
- Voted funds are provided in accordance with amounts established by the Ministry of the Attorney General in their 3-year Service Delivery Plan.

C. RISKS

- Performance targets related to regulatory and legislative changes may not be met if changes are delayed or do not proceed.
- Unexpected loss of employees in key areas could jeopardize activities such as backlog reduction.
- Financial constraints including limitations on MAG voted funds may compromise the PGT's future ability to deliver services and provide adequate staff training.
- Restructuring of services in other public sector organizations may increase workload of PGT.
- The costs of opening and maintaining regional offices in Victoria and Kelowna may exceed projections.

- The PGT's ability to collect and update performance data may not keep pace with expectations.
- Information technology infrastructure, including trust and information management systems, may fail to meet demands for new applications and performance standards.

D. RISK MANAGEMENT STRATEGIES

- Phasing-in of regulatory and legislative changes will enable a wider range of legislative vehicles to be utilized in bringing about Core Services Review outcomes and provide a smoother and easier way to manage the process of change.
- Continuing development of written policies and procedures enables better transfer of information and expertise between staff members and increases consistency in service standards.
- Extension of the Voluntary Departure and Early Retirement Incentive Programs enables better transition planning.
- Early implementation of changes to increase recoveries and offset voted reductions will help to protect service standards while changes to service delivery are underway.
- Career development through internal temporary assignments and implementation of a staff interchange program will provide hands-on training opportunities.
- Developing working relationships with new public sector organizations, e.g, child protection authorities, will ensure that the extent and limitations of the PGT's mandate are understood.
- Phasing in of regional service delivery will enable better monitoring of costs.
- Documenting the process of collecting data for all performance measures will simplify on-going data collection and enhance the consistency and reliability of results.
- Moving to a more stable hardware and software platform will help to revitalize the trust and information management system (COMET).

E. GOALS

As noted above, the PGT has adopted six goals on an organization-wide basis. The six goals are:

1. Property and financial interests of PGT clients will be well managed.
2. Personal interests of PGT clients will be protected.
3. Statutory protective and monitoring services will be delivered in an appropriate, timely and fair manner.
4. The PGT will contribute to public awareness, policy issues and law reform initiatives to promote the interests of its clients.
5. The PGT will improve its ability to deliver effective and efficient services to clients.
6. The PGT will maintain a work environment that attracts, develops and empowers staff to deliver quality service.

F. OBJECTIVES

The objectives set out in the service delivery plan are linked to the goals. Some objectives are specific to one of the three program areas, and some cover the organization as a whole.

Many of the objectives are related to providing timeliness of service. The PGT continues to address three areas where there are backlogs in service – Private Committee Services, Estate Liaison, and Estate Administration. New strategies for dealing with some areas of backlog in Estate Administration are yielding fairly high short-term results.

G. PERFORMANCE MEASURES

1. Reliability of Data

The PGT continues to improve the reliability of the data and information used to measure performance. Data used in the 2001/2002 Performance Report was screened and categorized by senior management as to its reliability. In general, the data was found to be reliable or highly reliable. Comments by the Auditor General concerning this data supported its general reliability. The PGT will take steps to further improve reliability by strengthening the controls used to ensure the completeness and accuracy of the data.

Computerized methods for collecting and reporting data are continuing to be developed. In the interim, the PGT relies on manual methods of collection. These methods, though producing data that is just as accurate as computer generated data, are much more time and resource intensive.

2. Comparability

The PGT is a unique organization without private sector comparators. Comparisons with public guardians and public trustees in other jurisdictions are difficult because of the

variations in services and service delivery mechanisms, but efforts are being made to establish benchmarks in areas that will produce useful comparative data. Reports on this data will likely be available in future years.

H. REPORTING

The results of this plan will be publicly reported in the PGT's annual report as required under the *Public Guardian and Trustee Act,* s.25. The annual report, provided to the Attorney General by September 30 of each year and thereafter tabled in the Legislative Assembly, must contain:

(a) audited financial statements on the stewardship of trusts and estates under administration,

(b) audited financial statements on the operations of the office of the Public Guardian and Trustee,

(c) a statement of the extent to which the office of the Public Guardian and Trustee has met the performance targets and other objectives established in the service delivery plan under section 22, and

(d) the Auditor General's report on the statement referred to in paragraph (c).

Under s. 26 of the *Public Guardian and Trustee Act* the financial statements of the Public Guardian and Trustee must be audited by the Auditor General. The Auditor General also reports on the PGT statements on the extent to which performance targets were achieved. The PGT statements are prepared using Canadian generally accepted accounting principles. However, the Public Accounts of British Columbia are prepared using generally accepted accounting principles for senior governments. Both sets of principles are valid but the difference means that there will be variances between amounts reported in the Public Accounts and those set out in the PGT statements.

For budget purposes, Public Accounts figures for the PGT are used as these are the amounts against which budgetary results are measured. These amounts also correspond to the expenditure and revenue approvals appearing in the Estimates.

I. DETAILED TABLE OF SERVICE DELIVERY PLAN

Goal	Objective	Performance Measure and Target
1. PROPERTY AND FINANCIAL INTERESTS OF PGT CLIENTS WILL BE WELL MANAGED.		
Child & Youth Services		
1.	(a) Decisions regarding disbursements from children's trusts will be made in a timely manner.	(i) Percentage of decisions regarding disbursements from children's trusts excluding real estate and maintenance completed within 15 days of the guardian or client's request (2003/04 – 85%; 2004/05 – 90%; 2005/06 – 90%)
	(b) The entitlement of children in care to financial benefits and the existence of legal claims will be identified and acted upon in a timely manner.	(i) Percentage of cases where PGT is Guardian of Estate where financial entitlements and legal claims are identified and acted upon within 60 days of being notified by MCFD (2003/04 – 85%; 2004/05 – 90%; 2005/06 – 95%)
	(c) The PGT will focus child and youth resources by facilitating implementation of new statutory provisions that will transfer responsibility to act as trustee for small trusts to parents and guardians.	(i) Plan for the new service delivery model developed by the end of March 31, 2005, and legislative changes recommended to the Attorney General by March 31, 2005.
Services to Adults		
1.	(d) Property interests of Committee of Estate clients will be identified and secured.	(i) Percentage of personalized case plans, covering property, effects, legal issues and living arrangements that will be developed and implemented for new clients within 6 months of PGT appointment as Committee of Estate (2003/04 – 70%; 2004/05 – 70%; 2005/06 – 70%)
	(e) Clients' property and assets will be managed in a timely, efficient and prudent manner.	(i) Percentage of client receipts processed within 5 business days (2003/04 – 80%; 2004/05 – 85%; 2005/06 – 85%)
		(ii) Percentage of bills processed within 15 business days (2003/04 – 80%; 2004/05 – 85%; 2005/06 – 85%)
	(f) Administration of former client's affairs will be completed in a timely manner.	(i) Percentage of Estate Liaison files where more than two years has elapsed following termination of active committeeship (2003/04 – 35%; 2004/05 – 30%; 2005/06 – 30%)
Estate Administration		
1.	(g) Deceased clients' property will be secured in a timely manner.	(i) Physical assets of new estates secured within 15 days of notification of death in 75% of estates, and within 25 days of notification of death in 90% of estates.
	(h) Estate distributions will be made to heirs and beneficiaries rather than escheating to the Crown.	(i) Percentage of estates over $20,000 that are distributed to heirs and beneficiaries rather than escheating (2003/04 – 70%; 2004/05 – 70%; 2005/06 – 70%)
	(i) Estates under administration will be concluded in a timely manner.	(i) Reduction in the number estate administrations opened before April 1, 1995 (by 120 in 2003/04, by 100 in 2004/05 and 100 in 2005/06).
	(j) The PGT will focus resources by exercising discretion over administration of deceased estates in accordance with new statutory provisions.	(i) Policy and procedures developed to address the new ability to exercise discretion over the administration of estates by Sept 30, 2003.

Goal	Objective	Performance Measure and Target
Organization-Wide Services		
1.	(k) Client investments will be managed prudently	(i) Personalized investment plans developed and implemented for clients with financial assets over $50,000. (2003/04 – 95%; 2004/05 – 95%; 2005/06 – 95%)
		(ii) Investment plans subject to review according to the assessed level of risk associated with the client investment portfolio will be completed within the year (2003/04 – 75%; 2004/05 – 95%; 2005/06 – 95%).
	(l) Enhanced control over financial transactions involving client assets will be ensured.	(i) A review of at least one performance measure/target that involves financial transactions to be completed as part of the annual internal audit plan.
2. PERSONAL INTERESTS OF PGT CLIENTS WILL BE PROTECTED.		
Child & Youth Services		
2.	(a) High quality budget plans will be developed for clients who have been awarded significant funds for costs of future care.	(i) Effective and comprehensive budget plans for clients awarded funds in excess of $50,000 for cost of future care developed, implemented and annually reviewed. (2003/04 – 70%, 2004/05 – 80%, 2005/06 – 90%)
	(b) High quality budget plans will be developed for clients where ongoing assistance with day to day maintenance has been approved.	(i) Comprehensive budget plans developed, implemented and annually reviewed for clients where ongoing assistance with day to day maintenance is approved. (2003/04 – 80%, 2004/05 – 90%, 2005/06 – 95%)
Services to Adults		
2.	(c) Individualized case management plans will be developed, implemented and reviewed for clients for whom the PGT acts as Committee of Person.	(i) Percentage of Committee of Person clients who are visited by PGT staff within 6 weeks of appointment (2003/04 – 90%; 2004/05 – 90%; 2005/06 – 90%)
		(ii) Percentage of Committee of Person clients who are annually visited by PGT staff. (2003/04 – 80%; 2004/05 – 80%; 2005/06 – 80%)
	(d) Health care decisions will be made in a high quality and timely manner.	(i) Percentage of minor health care decisions excluding plans of care made within 1 working day of all relevant information being received, and major health care decisions made within 3 working days of all relevant information being received (2003/04 – 85%; 2004/05 – 85%; 2005/06 – 85%)
		(ii) Percentage of major health care decisions excluding plans of care made by the PGT that are not substantially changed by the Health Care and Care Facility Review Board or the Supreme Court of British Columbia (2003/04 – 95%; 2004/05 – 95%; 2005/06 – 95%)

Goal	Objective	Performance Measure and Target
3. STATUTORY AND PROTECTIVE AND MONITORING SERVICES WILL BE DELIVERED IN AN APPROPRIATE, TIMELY AND FAIR MANNER.		
Child & Youth Services		
3.	(a) Settlement reviews of children's legal claims will be carried out in a timely and high quality manner.	(i) Percentage of proposed settlements that are reviewed and the parties advised of the PGT position within 60 days of all relevant information being received (2003/04 – 95%; 2004/05 – 95%; 2005/06 – 95%)
		(ii) For settlements under $5,000, the average number of days to review and advise of PGT position regarding proposed settlements once all relevant information is received (2003/04-25 days; 2004/05-20 days; 2005/06-20 days)
		(iii) Percentage of judges reporting satisfaction with the quality of PGT recommendations on unliquidated damage claims with proposed settlements of over $50,000. (Target – 75%) (2005/06)
Services to Adults		
3.	(b) PGT will take steps to protect the assets of adults at risk for abuse, neglect and self-neglect.	(i) Percentage of cases where, on confirming that the assets of an apparently abused or neglected adult unable to seek support and assistance are at significant risk and in need of immediate protection, protective steps are taken under s.19 of the *Public Guardian and Trustee Act* within one working day (2003/04 – 85%; 2004/05 – 90%; 2005/06 – 90%)
		(ii) Percentage of investigations of abuse or self-neglect that were initiated with action plans. (2003/04 – 90%; 2004/05 – 90%; 2005/06 – 90%)
	(c) The PGT will focus monitoring services of Private Committees by performing a risk assessment of all received accounting submissions and by giving priority to high risk client situations.	(i) Percentage of financial reviews of high risk client situations initiated within 60 days of receipt (2003/04 – 70%; 2004/05 – 75%; 2005/06 – 80%)
	(d) Private Committee reviews will be completed in a timely manner.	(i) Average age of unreviewed Private Committee accounts that have been submitted for passing. (2003/04 – 8 mos; 2004/05 – 7 mos; 2005/06 – 6 mos).
4. THE PGT WILL CONTRIBUTE TO PUBLIC AWARENESS, POLICY ISSUES AND LAW REFORM INITIATIVES TO PROMOTE THE INTERESTS OF CLIENTS.		
Child & Youth Services		
4.	(a) The PGT will develop an understanding with aboriginal communities regarding the management of Guardian of Estate matters and the interrelationship and responsibilities of each.	(i) By September 30, 2003, liaison established with at least one interim aboriginal child welfare authority to delineate mutual roles and responsibilities of the PGT and the interim aboriginal child welfare authority on Guardian of Estate matters.

Goal		Objective		Performance Measure and Target
Organization-Wide Services				
4.	(b)	The PGT will make relevant, useful and affordable recommendations to government for law reform affecting clients	(i)	A report delivered to the Attorney General by March 31, 2004 on whether, and if so, how to reform the law affecting the appointment, duties and supervision of long term substitute decision makers for mentally incapable adults.
	(c)	The PGT will promote an understanding of its role among stakeholders and the public.	(i)	PGT role explained by PGT representatives at 50 stakeholder conferences/events and other public education forums in each of 2003/04, 2004/05 and 2005/06.
5.	**THE PGT WILL IMPROVE ITS ABILITY TO DELIVER EFFECTIVE AND EFFICIENT SERVICES TO CLIENTS.**			
Organization-Wide Services				
5.	(a)	PGT services will be equitable and accessible	(i)	Percentage of clients for whom the PGT manages affairs served locally (March 31, 2004 – 70%; March 31, 2005 – 75%; March 31, 2006 – 75%).
			(ii)	Plan implemented to meet the needs of clients with special communication and linguistic needs by March 31, 2005.
	(b)	Mission critical information technology systems and processes will be maintained and enhanced.	(i)	Trust accounting and case management information technology revitalized and enhanced by March 31, 2005.
	(c)	Client service will be delivered in accordance with established standards and policies.	(i)	By March 31, 2004, a multi-year plan developed to confirm key policies affecting clients are observed.
6.	**THE PGT WILL MAINTAIN A WORK ENVIRONMENT THAT ATTRACTS, DEVELOPS, VALUES AND EMPOWERS STAFF TO DELIVER QUALITY**			
Organization-Wide Services				
6.	(a)	The PGT rewards, recognizes and values its employees and fosters an environment of continuous individual and organizational learning.	(i)	Average number of training days per year per FTE. (2003/04 – 2 days; 2004/05 – 2 days; 2005/06 – 2 days)
			(ii)	Level of staff satisfaction with the PGT Star Award Program. (2003/04 – 50%; 2004/05 – 70%; 2005/06 – 80%)
			(iii)	PGT Staff Interchange Program established by March 31, 2005.

APPENDIX A – PGT VISION

The following vision builds on the PGT's on-going successes and strengths and describes the outcome of the achievements of this Service Delivery Plan by March 31, 2006.

Part One - Excellence in Client Services

Client service is the number one priority at the PGT. The following features are hallmarks of client services at the PGT:

1. Timely

The PGT serves clients in the most respectful, least intrusive manner, using modern business practices and up-to-date technology.

Clients, as well as their family and friends, are given timely and relevant information regarding the nature and costs of PGT services. Historic backlogs in service have been eliminated in virtually all service areas. The one remaining backlog in deceased estate administration has been substantially reduced and a plan is well underway to completely eliminate this backlog.

2. Accessible

The PGT serves the people of British Columbia through client service offices on Vancouver Island, in the Okanagan, and in the Lower Mainland. Certain services continue to be delivered and supported centrally by the Lower Mainland office. The web-based "Virtual PGT Office," enables staff and the public to use technology to communicate, share information and serve clients anywhere in the province.

3. Meeting Diverse Client Needs

The PGT is committed to serving the diverse ethno-cultural communities of BC through staff and contractors able to deliver services to clients in a language they understand. Outreach and communications activities are developed through a consultation process that supports and recognizes the wide variety of client needs.

The PGT's role is more clearly understood among First Nations and aboriginal communities. The method of delivery of PGT services in First Nations communities is under active discussion with those communities.

4. Effective and Efficient

The PGT has developed useful management information tools and research capabilities to support day-to-day operational management and longer-term strategic directions.

Technology has been used to improve business practices and increase efficiency. Staff have effective tools available to carry out business transactions and communicate with clients, family members, community agencies and businesses.

Improved document management and specific aspects of public on-line capability have been implemented.

Private sector contractors continue to be used when in the interests of efficient and effective client service. Such relationships are entered into on a competitive basis to ensure clients receive they best possible service at the lowest price.

5. Effective Public Education

The PGT actively and effectively communicates useful information to the public regarding the needs of individuals requiring assistance in the community, estate and other planning issues, and matters related to the PGT's role.

6. Respected Advocacy

The PGT continues to take a position on public issues to advance clients' individual or collective interests. The positions are independently determined from any other organization and from government.

The positions taken by the PGT in court continue to be well respected by the judiciary, the Bar and the public. PGT staff are involved in both public and professional education in ways that will further the interests of PGT clients.

Part Two - An Efficient and Effective Organization

1. Transparent and Accountable

Accountability to the public and government continues to be ensured through reports tabled annually in the Legislative Assembly and through approval by the Attorney General of the PGT's three-year Service Delivery Plans. Annual financial audits provide assurance of the stewardship of the estates and trusts. Annual performance audits by the Auditor General provide similar assurance as to the integrity of performance reporting.

An effective quality assurance and internal audit function operates to proactively identify business processes that pose a risk to the PGT's high standards of integrity and client service. On-going performance reviews and measurement at all levels ensure a climate of continuous improvement.

2. Resourceful and Connected

The PGT obtains expert advice on key client and social issues when required. An investment advisory board provides expert advice on the investment of client assets.

The PGT recognizes the importance of connections with other organizations in the community such as service providers in the health, social, financial and legal fields. The PGT works with these organizations both to enhance the resources available to clients and to identify ways of improving its own services.

Each PGT office is well connected with health, social and related services in the geographic region it serves through interaction with local organizations and networks.

The PGT has maintained a role in supporting Community Response Networks and has facilitated their transition away from public funds to a more diversified funding model. These networks continue to fulfill important roles throughout BC in preventing abuse, neglect and self-neglect among vulnerable adults.

3. A Fair Balance between Revenues and Expenditures

Each PGT function is costed and appropriate recoveries established. Fees and charges are reviewed annually to ensure they reflect current costs and are fully transparent to clients. This helps to ensure that costs are accurate, and that fees paid by individual clients do not unfairly subsidize government mandated public services.

Part Three - A Learning and Innovative Corporate Culture

1. Staff Development and Training

Employees continue to be recognized as the PGT's most important resource. The autonomy of front-line workers is maximized and supported by appropriate policies, technology and management review.

Orientation and training for new staff takes place in a timely manner. Training plans for existing staff are reviewed annually along with performance objectives. Staff members plan their career paths in collaboration with appropriate managers.

The PGT Staff Interchange Program has been established to provide both the PGT and its employees with opportunities to learn from other organizations. Staff members exchange jobs for a period of 6-12 months with employees in private trust companies, investment companies, legal offices, health and community organizations, government ministries, and public guardian and trustee offices in other jurisdictions.

2. New Areas of Growth

The PGT Business Development Team oversees the conceptualization, development and incubation of new service lines. These service lines are carefully analyzed to review congruence with organizational mission, justification on the basis of rigorous business case analysis and cost recovery.

VI. RESOURCES

A. OPERATING COST PROJECTIONS[7]

Program	2003-2004 Operating Revenue	Operating Expenditure	Net
	All amounts are quoted in thousands of dollars		
Trust and Estate Services[8]			
Services to Adults	6,304	8,009	(1,705)
Estate Administration	2,417	3,251	(834)
Child and Youth Services	2,265	1,543	722
Public Services[9]			
Services to Adults			
- Assessment & Investigation	0	583	(583)
- Committee of Person	0	273	(273)
- Private Committee Services	445	1,072	(627)
- Health Care Consent	0	601	(601)
- Adult Guardianship	0	681	(681)
- Community Response Networks	0	100	(100)
Child and Youth Services			
- Guardian for Children in Care	85	747	(662)
- Infant Settlement Reviews & other legal	625	1,328	(703)
- Notices	340	318	22
Voted Funding			6,497
Revenue in excess of Expenditure			472
Projected permanent FTEs			212

Rounding differences may be present

[7] Costs of central services that cannot be directly charged to a program area are allocated as follows:
- Executive Office and Planning, Policy and Communications charged as an equal percentage to each area.
- Financial services including investment charged to program areas based on a percentage of transactions generated.
- Administration, Human Resources and Planning and Budget services charged to program areas based on a percentage of staffing.

[8] Trust and Estate Services include Client Services and Estate Liaison in Services to Adults; Estate Administration Services and Guardian and Trust Services in Child and Youth.

[9] Public Services include Adult Guardianship [Health Care Consent, Community Liaison, Community Response Networks and response to Abuse and Neglect], Assessment and Investigation and Private Committee Services in Services to Adults and guardianship to children in care and infant settlements and other legal reviews in Child and Youth Services.

A. OPERATING COST PROJECTIONS (cont'd)

Program	2004-2005 Operating Revenue	2004-2005 Operating Expenditure	2004-2005 Net	2005-2006 Operating Revenue	2005-2006 Operating Expenditure	2005-2006 Net
	All amounts are quoted in thousands of dollars					
Trust and Estate Services						
Services to Adults	6,437	8,267	(1,830)	6,465	8,190	(1,725)
Estate Administration	2,631	3,272	(641)	2,438	3,265	(827)
Child and Youth Services	2,263	1,568	695	2,320	1,571	749
Public Services						
Services to Adults						
- Assessment & investigation	0	585	(585)	0	583	(583)
- Committee of Person	0	273	(273)	0	273	(273)
- Private Committee Services	445	1,079	(634)	445	1,080	(635)
- Health Care Consent	0	603	(603)	0	601	(601)
- Adult Guardianship	0	589	(589)	0	550	(550)
- Community Response Networks	0	0	0	0	0	0
Child and Youth Services						
- Guardian for Children in Care	85	758	(673)	85	759	(674)
- Infant Settlement Reviews & other legal	625	1,337	(712)	625	1,352	(727)
- Notices	340	322	18	340	321	19
Voted Funding			6,950			6,950
Revenue in excess of expenditure			1,123			1,123
Projected permanent FTEs			214			214

B. SPECIAL ACCOUNT SUMMARY

	Public Accounts	Forecast	Service Delivery Plan		
	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Special Account equity beginning balance	**$7,742**	**$9,481**	**$11,004**	**$11,476**	**$12,599**
Total self-generated and voted funding	20,477	19,571	17,823	18,307	18,307
Total Operating Expenditure	18,738	18,048	17,351	17,184	17,184
Excess of revenue over expenditure	1,739	1,523	472	1,123	1,123
Capital expenditure	598	919	889	794	794
Adjustment for capitalization of assets	(598)	(919)	(889)	(794)	(794)
	0	0	0	0	0
Special Account Equity Ending Balance	**$9,481**	**$11,004**	**$11,476**	**$12,599**	**$13,722**
Forecast net change in adjustments	276	(378)	(782)	(972)	(1,176)
Special Account Cash Balance	**$9,757**	**$10,626**	**$10,694**	**$11,627**	**$12,546**

Rounding differences may be present.